Public Service Commission

2013-14 Annual Report

Ontario

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Message From The Chair Of The Public Service Commission

To provide quality public services and deliver government priorities, the Ontario Public Service (OPS) needs to attract and retain a talented workforce - skilled, diverse and engaged employees with the ability to find sustainable solutions to complex public policy issues and service delivery challenges.

Within the current fiscal environment and the need for greater efficiencies and business transformation, the OPS has continued to implement effective human resource strategies and programs.

We have focused on fostering an inclusive, accessible and healthy workplace; strengthening the skills and capacity of employees with new learning and leadership development opportunities, and developed strategies to enable greater organizational efficiency.

This past year, the OPS was recognized as one of the Greater Toronto Area's Top Employers, one of Canada's Best Diversity Employers, one of the Best Employers for New Canadians, one of Canada's Greenest Employers, and for the first time, one of Canada's Top Employers for Young People.

We are proud of the progress made in the past year and will continue to advance our goals of being a modern public service and an employer of first choice.

Angela Coke

Chair of the Public Service Commission of Ontario

Human Resources in the OPS

The Public Service Commission (PSC) is the governance body responsible for oversight of human resources in Ontario's public service. More specifically, the PSC is responsible for:

- issuing directives and policies for the effective management of human resources
- ensuring that the employment of public servants is based on ethical and non-partisan practices
- approving employment actions, such as appointments at the assistant deputy minister level.

Human resource management in the OPS is guided by a robust strategic and operational planning process. The 2012-2015 OPS HR Plan seeks to move the OPS on a path to be a modern public service and top employer, while responding to workforce trends and fiscal realities.

In 2013-14, progress was made to advance the three human resource priorities:

- building an inclusive, accessible and healthy workplace
- strengthening skills and capacity
- creating a more efficient organization.

In support of the OPS HR Plan, the Ministry of Government Services (MGS) develops strategies and policies and delivers HR programs and services to ensure that we have the right people, in the right place, at the right time, to achieve government priorities and ministry business results through:

62,960
Number of full-time equivalent staff (FTEs) in the OPS at March 31, 2014.

- strategic HR planning and workforce analytics
- human resource policy development
- human resources service delivery
- employee relations
- leadership development
- learning
- employee engagement
- service excellence and business transformation advisory services.

The OPS Diversity Office is a partner in transforming the OPS into an inclusive organization that is both accessible and diverse at all levels.

This report will highlight progress made against OPS HR Plan priorities at both the corporate and ministry level.

OPS HR Plan 2012-2015 at a Glance

HR Vision: OPS as employer of first choice

	Build an inclusive, accessible and healthy workplace	Strengthen Skills and Capacity	Create a more efficient organization
Priorities			
Goals	Employment policies support an inclusive, accessible and healthy workplace.	The OPS has skilled and diverse employees at all levels who are ready to take on critical business and leadership roles.	The OPS is a flexible organization ready for business transformation.
Strategies	Update employment policies. Support fair hiring practices.	Renew employee learning program. Strengthen leadership development. Improve succession management.	Develop a new workforce strategy. Renew policy, collective agreement provisions, processes and employee transition supports.

Values

Trust Fairness Diversity Excellence Creativity Collaboration Efficiency Responsiveness

Ethics

Serve the public interest and uphold the public's trust
Manage public resources responsibly
Act with integrity

A. Build an Inclusive, Accessible and Safe Workplace

Updated Employment Policies

Employment Screening Checks Policy

In 2013-14, policy direction on how the OPS conducts employment screening checks was reviewed, with a revised policy coming into effect March 31, 2014. The review involved consultation with key OPS stakeholders, including bargaining agents, and has resulted in a streamlined policy and operational framework that will better ensure consistent and sustainable screening practices across the OPS. The 2014 policy continues to ensure that screening checks are conducted only where and when necessary, based on an assessment of risk. The policy also continues to protect OPS employees, assets, information and clients, while ensuring fairness and transparency.

86
The percentage of employees in the regular workforce.

Health and Safety Policy Framework

On an annual basis, the OPS undertakes a review of its health and safety policies to ensure continuous improvement and to meet legislative requirements. These policies include:

- Occupational Health and Safety Policy
- Workplace Discrimination and Harassment Prevention Policy
- Workplace Violence Prevention Policy.

We simplified and streamlined policy requirements by rescinding three obsolete health and safety policies and merging three others into a modernized Occupational Health and Safety Policy. New guidelines were developed to provide direction on emergency evacuation planning, smoke-free workplaces and joint health and safety committees/health and safety representatives.

Due to changes to the Occupational Health and Safety Act, the SafeSmart e-learning modules were updated by the Centre for Employee Health, Safety and Wellness (CEHSW) and made mandatory for all employees and managers under the Occupational Health and Safety Policy.

Employment Accommodation and Return to Work Policy / Health Information Program

A comprehensive evaluation of the Employment Accommodation and Return to Work (EA/RTW) Policy and Health Information Program was completed in 2013.The EA/RTW Policy will be replaced by an updated disability accommodation policy. The CEHSW is updating the Health Information Program and associated forms to improve the gathering of useful health information for employment accommodation and return to work planning.

Ethical Conduct

The ethical framework in the *Public Service Act, 2006 (PSOA)* establishes rules and restrictions necessary to maintain a high standard of ethical conduct in the OPS by providing guidance and direction to public servants.

A five-year statutory review of OPS whistleblowing provisions was completed and the report outlining the review findings was tabled in the Legislative Assembly in October 2013. The review found that while Ontario's policy and legislative framework to address disclosure of wrongdoing is effective, there are opportunities to improve public servant awareness and understanding of the framework. Implementation of the report's recommendations is underway.

Other developments related to the ethical framework include:

- The development of an annual conflict of interest attestation process for over 8,000 public servants who use the online performance management system.
- New Conflict of Interest and Disclosure of Wrongdoing forms to assist public servants in meeting their ethical responsibilities.
- Criteria and a process to identify OPS positions subject to the financial declaration provisions under the PSOA. As a result, approximately 100 employees will be required to make detailed financial declarations to the Conflict of Interest Commissioner.

Fair Hiring Practices

New resources were developed to support both barrier-free recruitment and fair hiring in the OPS. These include a manager's guide and checklist for preventing barriers in recruitment, staffing announcement templates, fair hiring guidelines, facts on OPS hiring and recruitment e-courses for managers and employees. These tools are frequently promoted both by front line staff and at the corporate level.

56

The percentage of women in the OPS workforce. 54% of middle management/specialists (MCP) and 51% of senior management (SMG/ITX) positions are held by women.

Executive Recruitment

The Executive Programs and Services Branch, MGS supports the organizations goals of sourcing, attracting and hiring top executive talent.

In the past year, a number of activities were undertaken to help achieve these goals:

- We continued to use LinkedIn internet site to reach a broader, more diverse group of potential employees.

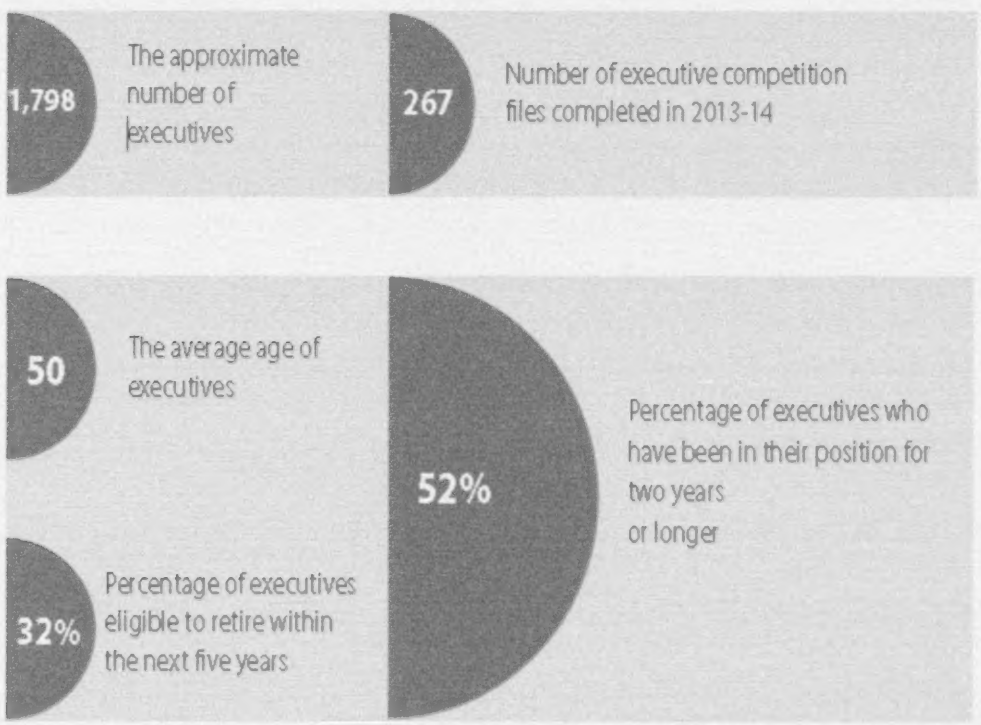
- Deputy Ministers who serve as members of the Public Service Commission participated in a learning event designed to explore their personal biases in order to mitigate the impact on executive recruitment decisions.
- Executive recruiters worked closely with hiring executives to use open-targeted postings in order to target job seekers within specific sectors and communities.

Executive Talent Surveys

A client satisfaction survey was conducted to collect hiring executives' feedback on executive recruitment services in 2013-14. 213 surveys were distributed to clients throughout a 12-month period, with 39 percent of clients responding. 99 percent of survey respondents reported that they were satisfied with the quality of recruitment services they received.

A candidate experience survey was launched in September 2013 to assess the experience of candidates interviewed for executive competitions. Over 300 candidates were invited to participate in the survey, with 83 percent of respondents indicating a positive experience.

Executives: A Snapshot


1,798
The approximate number of executives
267
Number of executive competition files completed in 2013-14
50
The average age of executives
32%
Percentage of executives eligible to retire within the next five years
52%
Percentage of executives who have been in their position for two years or longer

Data as of March 31, 2014

Employee Engagement

The OPS conducted an enterprise-wide employee survey in 2013-14. This year's survey was focused on how employees perceive fair hiring and leadership practices. The results from the OPS employee survey, as well as improved analysis and a variety of other supports, will be provided to ministries throughout 2014 with a goal to improve the employee experience in the workplace. This year, reports will be available for any group where a minimum of at least ten responses were received. This change will significantly increase the number of teams receiving survey results.

Diversity, Accessibility and Inclusion

The OPS recognizes that by fostering an inclusive organization we will be better able to recruit and retain the best talent from a diverse population, respond to the needs of diverse communities, improve our services and service delivery, and increase employee engagement.

In 2013-14, the OPS Diversity Office published "Inclusion Now! OPS Inclusion Strategic Plan 2013-2016"which mapped out four priorities to build inclusion into the day-to-day business of the organization. These priorities, along with key achievements, include:

- Investing in the capacity of our middle managers to become inclusive leaders.
- Promoting an inclusive workplace culture for all.
- The Diversity Mentoring Partnership Program, an innovative reciprocal program, continued to partner employees from diverse demographic groups traditionally under-represented in senior management with senior executives.
- Making inclusion a fundamental part of all business and demonstrating leadership in accessibility.
- Partnered with key ministries to leverage inclusion concepts in their day-to-day business, and to refine and enhance the OPS Inclusion Lens.
- Using evidence to inform action, measure impact and report progress.

The OPS is the first organization to comply with the regulations under the Accessibility for *Ontarians with Disabilities Act, 2005.* In 2013, the OPS released its first Annual Status Report, summarizing progress achieved against the OPS multi-year accessibility plan. Results include:

- The OPS Inclusion Lens was adapted and used to review legislation having a high impact on the public and people with disabilities.

- Two new topics (Accessible Employment and Supporting Accessible Communications) were featured in the award-winning "Accessibility at Source" initiative that raises awareness and provides information to staff so that accessibility considerations are embedded throughout the OPS.
- Accessibility performance commitments were built into the performance plans of all senior managers.
- Modernization of the OPS TTY service was initiated in an effort to put accessible technologies within easy reach of OPS employees.
- Mandatory e-courses about employment, information and communications accessibility standards were launched.

Employee Health, Safety and Wellness

58
The percentage of OPS employees who work in the Central Region. The remainder are located in the West (16%), East (13%) and North (13%).

The OPS continued to emphasize the importance of employee health, safety and wellness over the past year. An important achievement was the development of the enterprise Disability Support Strategy. The goals of this multi-year initiative are to:

Prevent workplace injuries and illnesses, where possible, and support timely employment accommodation (EA) and safe return to work (RTW) for those who experience injury, illness or disability

- Promote a healthy, inclusive and accessible OPS
- Ensure cost effective programs and services.

The Healthy Workplace, Healthy Mind (HWHM) mental health initiative was launched in October 2013 as a component of the disability support strategy. The year-long HWHM initiative revolves around four components to shift the culture relating to mental health challenges and reduce stigma: training and awareness; quarterly webcast events; self-service resources; and cross-ministry projects.

The HWHM initiative builds upon the Manager's Workplace Mental Health Guide and Toolkit. These resources provide guidance in responding to workplace situations where mental health is a factor, including providing the appropriate accommodations and supports. Training sessions specifically designed for OPS managers were developed and delivered to expand the understanding of mental health issues in the workplace.

Other Accomplishments:

- Introduced the OPS Personal Protective Equipment (PPE) and Respiratory Protection Guidelines and related training to managers and employees.
- Developed new Safe Lifting resources (e.g. webinar, tip-sheet, and lifting/lower in checklist) to increase awareness of ergonomic principles and support the prevention of musculoskeletal injury.
- Improved the "SafeSmart for Managers and Supervisors" and "SafeSmart for Employees" eLearning courses to meet the new mandatory occupational health and safety awareness training legislation and OHS policy requirements.
- Delivered the health promotion initiative, "Adapting to Change", which focused on self-care and managing expectations during times of personal or workplace change.
- Launched a substantive training initiative to refresh approximately 1,200 managers' understanding of the Workplace Discrimination and Harassment Prevention (WDHP) policy.

Ministry Achievements

Achievements at-a-glance:

- MNR Health and Safety Strategic Advisory Committee
- The implementation of fair hiring initiatives at both MGS and MCSCS
- The establishment of the Human Rights Project Charter
- The development of the multi-ministry Diversity Mentorship Partnership Program.

Looking beyond corporate levels achievements, individual ministries have implemented programs and initiatives aimed at ensuring that the OPS continues to be an inclusive, accessible and healthy place to work.

At the Ministry of Natural Resources (MNR), staff developed a ministry-wide Health and Safety Strategic Advisory Committee. This committee works to support the *Occupational Health and Safety Act* by providing leadership and guidance on the ongoing implementation and evaluation of MNR's Health and Safety Management System.

Both the Ministry of Government Services (MGS) and the Ministry of Community Safety and Correctional Services (MCSCS) implemented initiatives focused on advancing the concept of fair hiring. MGS introduced the Fair Hiring Practices Strategy, which surveyed all internal applicants to non-executive competitions about the concerns that they may have had regarding MGS hiring practices.

At MCSCS, ministry staff established the Human Rights Project Charter, a three-year partnership between MCSCS, the Ontario Human Rights Commission and MGS to support efforts to identify and address discrimination in employment and service delivery. Discussions have focused on human rights-related gaps, barriers, opportunities and solutions in five key areas: issues affecting Aboriginal peoples; training; accountability; recruitment, selection, promotion and retention; and human rights complaints processes. As a result of these discussions, several recommendations, as well as a multi-year implementation plan, have been developed.

In an effort to promote inclusion and diversity, a number of ministries have partnered together to establish the Diversity Mentorship Partnership Program. The program is an ongoing joint initiative between the ministries of Municipal Affairs and Housing (MAH), Environment (MOE), Labour (MOL), Aboriginal Affairs (MAA) and Natural Resources (MNR). The purpose of the program is to develop mentorship opportunities for five designated diversity groups within the OPS: Aboriginal peoples, visible minorities, members of the LGBTQ community, persons with disabilities and francophone.

B. Strengthen Skills and Capacity

In 2013-14, approximately 114,000 seats were filled for learning and development activities, either through classroom sessions or e-learning modules. Approximately 2,273 OPS staff participated in 62 webinars on topics ranging from interviewing and resume writing skills, introduction to Government, presentation skills, retirement planning, Workplace Discrimination and Harassment Prevention (WDHP) for managers, and conflict management. Learning opportunities were expanded beyond the classroom by offering learners access to video libraries, articles, books and other supports.

OPS Learning and Development launched two new programs for administrative professionals in an effort to provide more focused training, development and career opportunities:

- The Administrative Professionals Learning and Development Program (APLDP) is a modular-based program designed to increase the knowledge and skills that allow for the enhancement of performance in current roles and for the exploration of career growth opportunities.
- In the first year of the APLDP, almost 200 employees in six cohorts completed the five modules.
- The Administrative Internship Program for Black Female Administrative Professionals provides a one-year, on-the-job, developmental opportunity to assist staff towards meeting their career goals. In 2013-14, the Centre for Leadership and Learning's Faculty Strategy, developed in response to requests from staff who wanted to learn from internal subject matter experts, was expanded:

- The faculty grew from 150 to 250 members across the province, and represented every ministry.
- Faculty taught or facilitated over 140 sessions to almost 5,000 OPS staff and managers.
- The Faculty Strategy also supports greater employee engagement and increases the number of opportunities for knowledge transfer across the organization.
- OPS Learning and Development has saved more than $250,000 annually by not having to procure vendors to deliver the sessions.

Leadership Development

The Leadership Development Office (LDO) was established to build leadership capacity across the organization. This past year, the LDO offered 49 courses, consisting of 265 sessions with 6,360 attendees. Curriculum is aligned with the OPS' Leader-Manager competencies and attributes.

46.6 Years

The average age of a regular OPS employee. The average age of a fixed term employee is 38.9 years. The total combined average of regular and fixed term employees is 45.4 years.

This past year, a new three-day program designed for high performing middle managers (Building Leadership Essentials) was introduced. The LDO also continued to work with the Institute of Public Administration of Canada (IPAC) to offer the highly popular Executive Speakers Series focusing on key issues and opportunities for OPS executives. Moving forward, the LDO will utilize a best practice approach that focuses on multiple forms of learning through networks, alumni groups and on-the-job options.

Succession Management

15

The estimated percentage of the OPS workforce eligible for retirement within three years. Within five years, the number is 22%.

To advance the management of leadership talent across the organization and extend succession management beyond replacement planning, the Succeeding Talent in Executive Positions (STEP) Program was launched in July 2013. The STEP program is an enterprise-wide program designed to accelerate the development of individuals with executive leadership potential in order to fill priority executive positions. The program is being piloted for the Chief Administrative Officer (CAO) role. In the next two to four years, STEP participants will acquire the knowledge, skills, and experiences to prepare for the CAO role, including deployment into on-the-job stretch assignments.

Youth and New Professionals

MGS manages the promotion of public service careers to youth and new professionals and the coordination of several employment programs. More than 6,000 OPS employment opportunities were available for youth and new professionals across the province in 2013-14. Some achievements from this past year include:

- The recruitment of more than 140 recent graduates to work in the OPS through the Ontario Internship Program.
- Providing 40 newcomers to Canada an opportunity to gain Canadian work experience through the OPS Internship Program for Internationally Trained Individuals.
- Providing work experience for up to 135 youth in Toronto, Windsor, Thunder Bay and Hamilton through the OPS Learn and Work Program, with a focus on encouraging them to earn credits towards their high school diplomas.

40 to 59

The age bracket of 63% of regular employees in the OPS. Compared to the Ontario working population, there continues to be proportionately more workers aged 40-59 in the OPS workforce, and fewer employees in the 25-29 age category.

For the summer of 2013, the OPS recruited approximately 3,400 Summer Experience Program funded positions and approximately 1,800 ministry funded student positions.

Achievements at-a-glance

- The continued implementation of the MAG career mentoring program
- The establishment of talent management and leadership enrichment programs at MGS and MTO
- The introduction of the multi-ministry Mastering Management leadership develpment program.

Ministry Achievements

Within OPS ministries, this past year placed ongoing emphasis on strengthening the skills and capacity of employees. Focusing on human capital planning and development helps ensure ministries have the right people, in the right place, at the right time.

Succession planning and leadership development are areas that have received considerable attention. At the Ministry of Transportation (MTO), a ministry-wide talent management strategy was implemented. This strategy seeks to provide high performing managers and directors with dedicated learning consultant support and places a greater emphasis on tracking and reporting learning activities.

MGS has also implemented a similar initiative; the Leadership Enrichment and Advancement Program (LEAP) establishes common leadership expectations to ensure that leaders across the ministry possess the requisite competencies to achieve business results and effectively engage staff.

In the Ministry of the Attorney General (MAG), employees were able to participate in the ministry-wide career mentoring program. Now in its fourth year, this program provides employees with an opportunity to enter into a mentoring relationship with senior members of the organization. This not only allows employees to take charge of their career, but also allows mentors to further develop their leadership skills.

MTO, MOE, the Ministry of Agriculture and Food (OMAF) and the Ministry of Rural Affairs (MRA) jointly developed and launched the Mastering Management leadership development program. The program supports succession planning, career development and the development of leader-manager competencies. Participating employees complete a seven month modular program, with each module focusing on one of the leader-manager competencies. Participants also complete a team project on a specific management challenge with the support of an OPS manager coach. Thus far, the program has been targeted at employees in the inspection and enforcement fields.

C. Create a More Efficient Organization

Governments across North America are coping with both economic and demographic challenges. In this regard, the OPS is no exception; fiscal realities and shifting demographics are impacting the way in which we conduct our business. The ability to anticipate and respond to these challenges, while still ensuring that our employees receive fair and equitable treatment, is a priority.

Workforce Strategy and Supports

14.4 Years

The average number of years a regular employee has worked in the OPS. Senior managers (SMG/ITX) and middle managers/ specialists (MCP) have an average tenure of 18 and 17 years respectively.

In the past year, the OPS sought opportunities for cost savings and greater efficiency. Negotiations were conducted with several of its bargaining agents. These include: the Association of Law Officers of the Crown (ALOC)/Ontario Crown Attorneys' Association (OCAA), the Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO), and the Ontario Provincial Police Association (OPPA). These negotiations focused on ensuring the long term sustainability of public services while ensuring that the government lives within its fiscal means.

The OPS continued to administer the successful administration of the Transition Exit Initiative (TEI) program for Ontario Public Service Employees Union (OPSEU), Professional Engineers Government of Ontario (PEGO), AMAPCEO and ALOC/OCAA represented employees. The TEI program helps support the transformation of the OPS by coordinating the voluntary exits of employees across various bargaining groups.

A comprehensive review of workforce adjustment entitlements for non-represented employees was also completed. The review focused on non-monetary entitlements for management and excluded staff. Current provisions will be revised and streamlined to improve return on investment, to help ensure the OPS retains the skills and experience needed, and to ensure that employees identified for layoff are treated with fairness and transparency.

Labour Relations

The Government of Ontario successfully negotiated an agreement with ALOC/OCAA regarding non-monetary aspects of the ALOC/OCAA collective agreement.

In 2013-14, over 3,600 grievances were managed, the majority of which were resolved before reaching full arbitration. 57 percent of grievances were resolved before being scheduled for the mediation/arbitration stage. This has continued to support our shift toward a more efficient organization as both time and resources that would have otherwise gone toward arbitration have been saved.

84

The percentage of OPS employees who belong to a union/bargaining group. OPSEU represents 50% of all FTEs. The remaining belong to AMAPCEO (17%), OPPA (13%), ALOC/OCAA (3%), PEGO (1%), PSAT (0.36%) and AOPDPS (0.02%).

The first annual grievance report was shared with ministries in the second quarter of 2013. This report has enabled strategic analysis of grievance activity and labour relations issues in the OPS. Additional achievements in 2013-14 include:

- Coordination and collection of AMAPCEO essential services submissions from 14 ministries. CER negotiated and reached a signed essential services agreement with AMAPCEO covering 296 employees designated as essential and emergency in 76 worksite agreements.
- Development of the Annotated Collective Agreement resource tool of all OPS managers. This tool provides a plain language explanation and summary of each article in both the AMAPCEO and OPSEU collective agreements.
- Expansion of the Attendance Support and Management Program (ASMP) to cover OPSEU represented employees in five identified areas. The areas are:
- Ministry of the Attorney General (MAG) - Court Services Division (CSD),
- Ministry of the Attorney General (MAG) - Environment and Land Tribunals Ontario (ELTO).

- Ministry of Community and Social Services (MCSS) - Family Responsibility Office (FRO),
- Ministry of Children and Youth Services (MCYS) Youth Justice Services Division (YJSD),
- Ministry of Community Safety and Correctional Services (MCSCS) -Correctional Services Division (CSD).
- Negotiated and reached agreement with OPSEU on the implementation of a new union leave billing process including centralized reporting and template request letters to ensure consistency and accuracy of records. Resources for OPS managers on how to accurately report union leaves in WIN were also posted on the Ontario Shared Services website and Employee Relations Division portal.
- Negotiated and reached full agreement with OPSEU and AMAPCEO on all issues related to employment screening checks and the implementation of the revised Employment Screening Checks Policy (ESCP) and associated guidelines. This resulted in the resolution of a long-standing and contentious grievance between the parties.

Security Screening Programs

OPS Security Screening Programs, which consist of personnel, Order-in-Council (01C) and contractor elements, act as a deterrent to mitigate organizational risk and protect government assets. Over 10,000 security screening checks were conducted across all programs.

Other key accomplishments include:

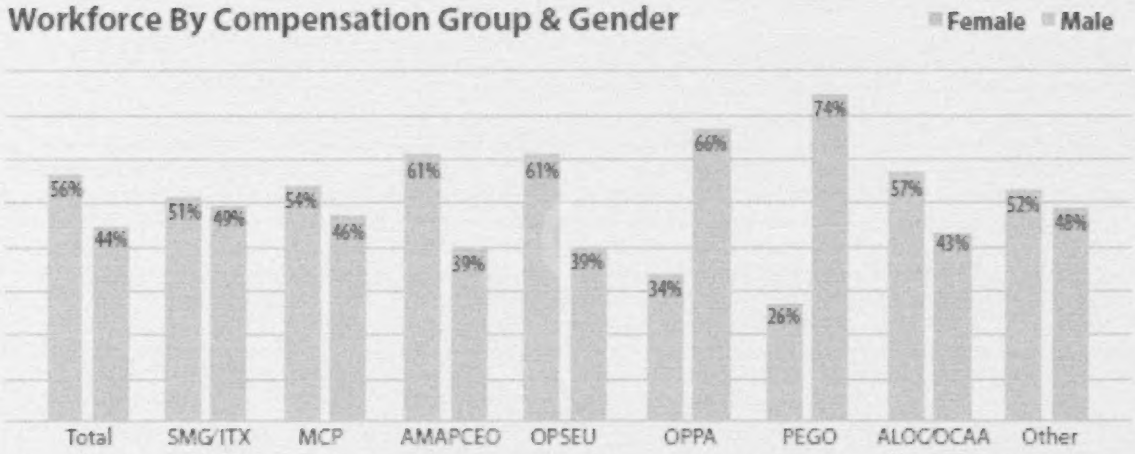
- Implementation of the revised OPS Contractor Security Screening Operating Policy and Employment Screening Checks Policy
- An updated Ministry Emergency Response Plan for MGS to ensure that issues affecting OPS employees, prior to and during emergencies, are effectively managed.

Total Compensation

Compensation

Compensation strategies and policies for 2013-14 continued to support a responsible and balanced plan to control compensation costs.

On October 1, 2013, the OPS implemented a new job evaluation system for employees represented by AMAPCEO. This jointly sponsored plan was developed over a period of 10 years and covers approximately 11,000 employees across the OPS.



Note: Due to rounding totals may not add up to 100%

Benefits

Modernizing benefit plans and balancing the needs of employees during a period of fiscal restraint remains a continuous challenge. In 2013-14 we accomplished the following:

- Developed benefit plan design changes for non-represented employees that align with represented employees' benefit terms, provide more flexibility in determining how entitlements are used, and help to lower costs.
- Designed changes to post-retirement insured benefits, intended for implementation effective January 1, 2017, ensuring public servants continue to receive sustainable retiree benefits upon retirement.

Pensions

The Ontario Pension Board and the Minister of Government Services approved a funding policy for the Public Service Pension Plan that is intended to maintain contribution affordability and stability, while protecting the security of accrued benefits.

61.0 Years

The average age of retirement for OPS employees in FY2013/14. The average years of service for employees who retired from the OPS during this fiscal year was 26.8 years.

To further control the province's pension expenses, an agreement was made between the government and the sponsors of the OPSEU Pension Plan to freeze contribution rates for five years. In addition, the government and OPSEU addressed plan sustainability by agreeing to expand and extend membership participation in the OPSEU Pension Plan.

Actuarial valuations are performed regularly for the plans in order to monitor and assess their funded positions. Going forward, strategic investment and effective risk management will continue to be a key focus of both pension plans.

Flexible Work Strategy

In 2013-14 the OPS Flexible Work Strategy was implemented and extensive guidance material was developed and made available on a new web portal. These resources offer corporate direction on how to consider, assess, implement and evaluate flexible work arrangements where operationally feasible.

The strategy launch provided managers and members of the HR community the opportunity to take part in educational webinars. These sessions provided managers and HR professionals an opportunity to learn about the strategy and various tools, and have questions answered in advance of the employee launch.

A Flexible Work Community of Practice was also established, offering the chance for representatives from ministry Strategic Business Units to meet on a regular basis in an effort to exchange information regarding the implementation of flexible work initiatives, best practices and lessons learned.

Workforce Analytics and FTE Management

Over the past year, we continued to develop enterprise-wide policy and strategies to support business results. Three areas of focus were: Full Time Equivalent (FTE) strategy, workforce analytics and reporting, and capacity building. Here are some of the accomplishments we have made:

- FTE strategy implementation to reduce the size of the OPS by an additional 1,500 FTEs by March 31, 2014. As of March 31, 2014 the actual size of the OPS was 785 FTEs below the March 31 target.
- Developed strategies and defined program requirements for enterprise FTE management. For the 2014-15 Results-based Planning cycle (RbP), MGS developed tools, instructions and training resources. Analysis of RbP submissions from an HR\FTE perspective was completed to make recommendations to Treasury Board\Management Board of Cabinet.
- Monthly reporting and monitoring of the size of the OPS through staff strength reporting and cap performance reporting.

- Quarterly Top 20 Workforce Facts.
- OPS Regional Workforce Report.
- Development and benchmarking of workforce metrics in collaboration with Canadian public service jurisdictions.
- Development of key workforce reports and extracts.
- Created a vision and business case for a self-serve, web-based, Enterprise Workforce Analytics Dashboard which integrates key HR datasets and facilitates increased transparency, accuracy, and consistency in workforce reporting across the OPS.

Ministry Achievements

To improve overall organizational efficiency, MAH undertook an organizational review to identify core business opportunities, efficiencies, performance measures and organizational structures that support the delivery of high quality public services. They also focused attention on reorganizing and realigning functions and branch structures to better align expertise, reduce duplication and ensure clear lines of management responsibilities.

Changes were implemented at both OMAF and MRA to ensure efficiency in the delivery of important programs and services. A new corporate service delivery model, launched in 2013, enables staff from the Research and Corporate Services Division to take a proactive, planned and coordinated approach to their work by understanding in advance what key senior management clients are working on and when they will need divisional support.

Achievements at-a-glance

- The completion of the MAH organizational review
- The implementation of a new corporate service delivery model at OMAF/RA
- The development and implementation of an interactive analysis suite for workforce metrics at MCSCS.

At MCSCS, the Strategic Business Unit designed, developed and implemented a ground-breaking interactive analysis suite that provides a single-window for workforce metrics. The suite consists of workforce facts and interactive dashboards designed to support ministry executives in developing their workforce strategies. As this initiative was the first of its kind at the ministry-level, many other ministries have expressed interest in the methodologies and mechanisms used in its development.

Looking Forward

Over the past year, the OPS has made progress toward its goals of being an inclusive and accessible organization, of employing a highly skilled and competent workforce, and of having the highest level of organizational efficiency. These successes will allow the OPS to move forward into the future as a more open, skilled and efficient organization.

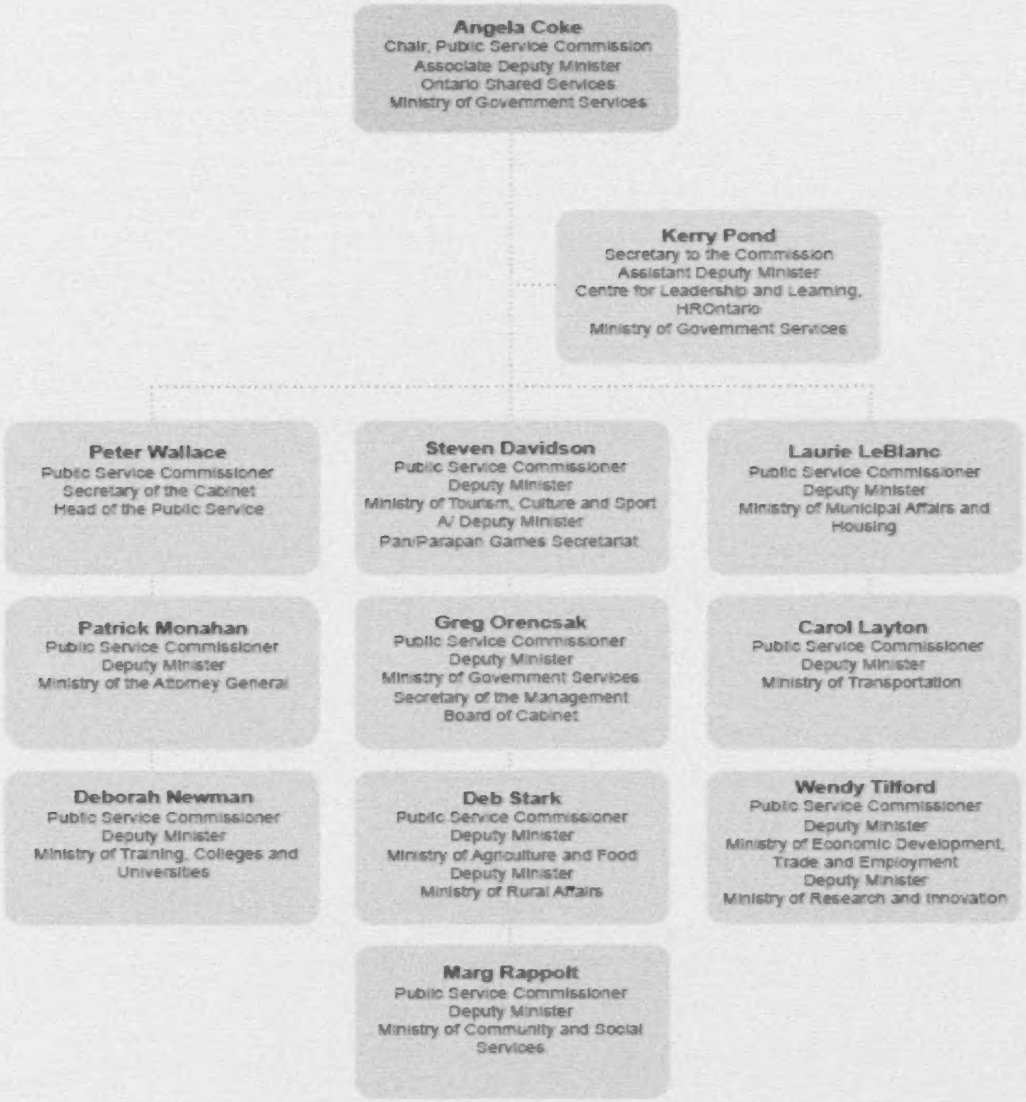
While the OPS will continue to build off of the successes of past years, focus will increasingly be placed on the need to undergo organizational transformation. Fiscal pressures and shifting workforce demographics will continue to impact the way in which our organization does business. As we move forward, particularly with the development of the forthcoming

OPS HR Plan, we will need to develop human resource strategies that address these concerns while also ensuring that the best interests of our employees are respected.

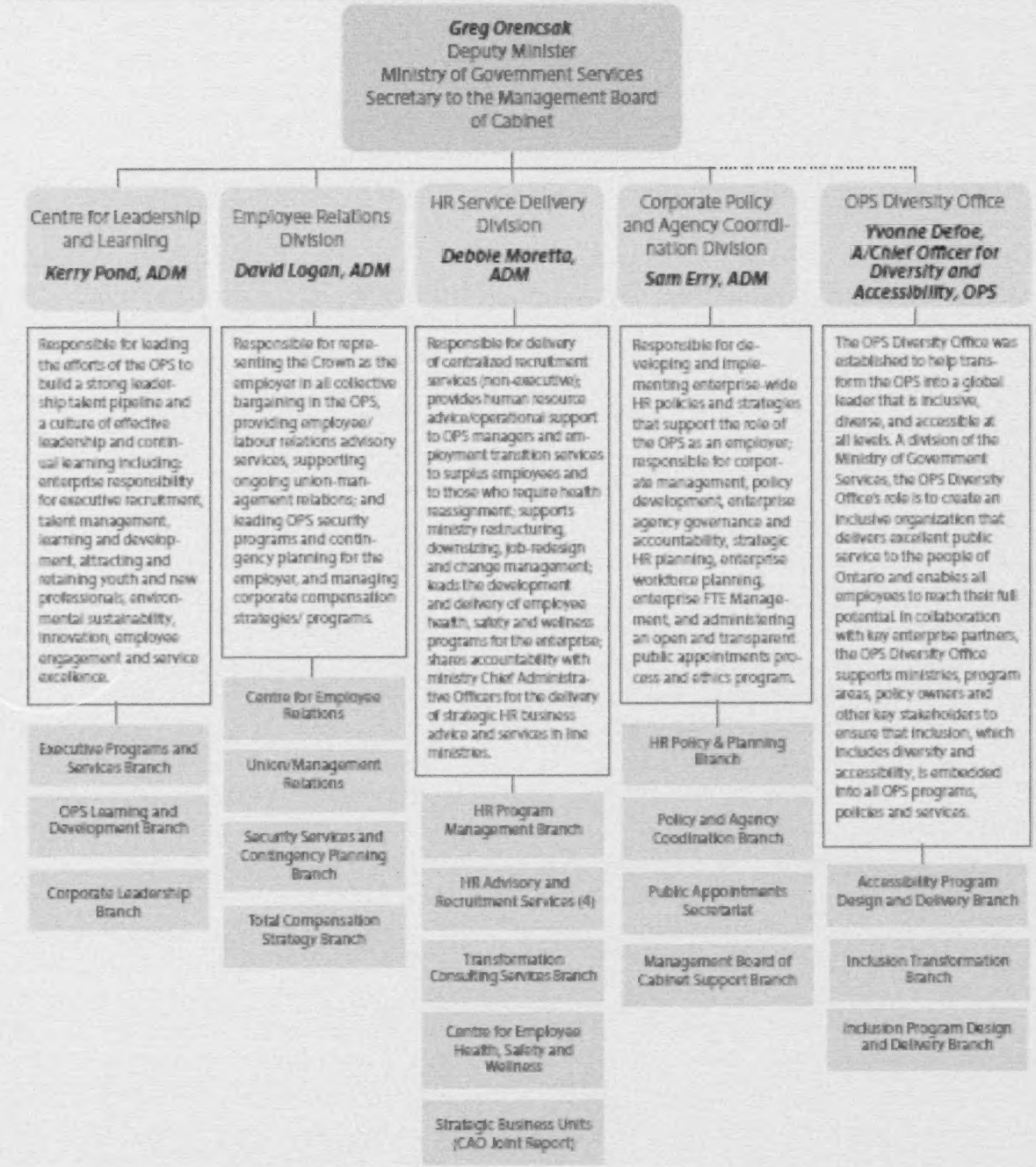
Looking back on what we have accomplished as an organization, it is clear that we can continue to build on our achievements in the face of whatever challenges come our way. This past year is proof of that; we have simultaneously implemented programs focused on ensuring that we remain an employer of first choice and initiatives focused on allowing our organization to effectively operate within the current economic climate.

Appendix

PSC Members Chart (As of March 31, 2014)



MGS HR: Organization and Function (As of March 31, 2014)


Greg Orencsak
Deputy Minister
Ministry of Government Services
Secretary to the Management Board of Cabinet
Centre for Leadership and Learning
Kerry Pond, ADM
Employee Relations Division
David Logan, ADM
HR Service Delivery Division
Debbie Moretta, ADM
Corporate Policy and Agency Coordination Division
Sam Erry, ADM
OPS Diversity Office
Yvonne Defoe, A/Chief Officer for Diversity and Accessibility, OPS
Responsible for leading the efforts of the OPS to build a strong leadership talent pipeline and a culture of effective leadership and continual learning including: enterprise responsibility for executive recruitment, talent management, learning and development, attracting and retaining youth and new professionals, environmental sustainability, innovation, employee engagement and service excellence.
Responsible for representing the Crown as the employer in all collective bargaining in the OPS, providing employee/labour relations advisory services, supporting ongoing union-management relations; and leading OPS security programs and contingency planning for the employer, and managing corporate compensation strategies/ programs.
Responsible for delivery of centralized recruitment services (non-executive); provides human resource advice/operational support to OPS managers and employment transition services to surplus employees and to those who require health reassignment; supports ministry restructuring, downsizing, job redesign and change management; leads the development and delivery of employee health, safety and wellness programs for the enterprise; shares accountability with ministry Chief Administrative Officers for the delivery of strategic HR business advice and services in line ministries.
Responsible for developing and implementing enterprise-wide HR policies and strategies that support the role of the OPS as an employer; responsible for corporate management, policy development, enterprise agency governance and accountability, strategic HR planning, enterprise workforce planning, enterprise FTE Management, and administering an open and transparent public appointments process and ethics program.
The OPS Diversity Office was established to help transform the OPS into a global leader that is inclusive, diverse, and accessible at all levels. A division of the Ministry of Government Services, the OPS Diversity Office's role is to create an inclusive organization that delivers excellent public service to the people of Ontario and enables all employees to reach their full potential. In collaboration with key enterprise partners, the OPS Diversity Office supports ministries, program areas, policy owners and other key stakeholders to ensure that inclusion, which includes diversity and accessibility, is embedded into all OPS programs, policies and services.
Executive Programs and Services Branch
OPS Learning and Development Branch
Corporate Leadership Branch
Centre for Employee Relations
Union/Management Relations
Security Services and Contingency Planning Branch
Total Compensation Strategy Branch
HR Program Management Branch
HR Advisory and Recruitment Services (4)
Transformation Consulting Services Branch
Centre for Employee Health, Safety and Wellness
Strategic Business Units (CAO Joint Report)
HR Policy & Planning Branch
Policy and Agency Coodination Branch
Public Appointments Secretariat
Management Board of Cabinet Support Branch
Accessibility Program Design and Delivery Branch
Inclusion Transformation Branch
Inclusion Program Design and Delivery Branch

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